Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

~~SECRET~~

National Academy of Public Administration
Chartered by Congress

October 24, 1988

25X1

Intelligence Community Staff
Washington, D.C.

Dear Dick,

Here is the third package of final report material for SSG review. Included are draft report appendixes for training and career development and for creating a more diverse workforce.

We would like comments on this material in writing by November 8.

Sincerely,

Don I. Wortman

Attachment: List of materials transmitted

SECRET

1120 G Street, N.W., Suite 540 Washington, D.C. 20005 (202) 347-3190

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

LIST OF MATERIALS TRANSMITTED FOR SSG COMMENT OCTOBER 20, 1988

Comments on this material requested in writing by November 9, 1988.

1. Training and Career Development Appendix. Agency papers for:

CIA
NSA
FBI
DIA
INR
Military Service Intelligence Organizations

2. Creating a More Diverse Workforce Appendix. Agency papers for:

CIA
FBI
NSA
DIA

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

CONFIDENTIAL

DRAFT

TRAINING AND CAREER DEVELOPMENT

CENTRAL INTELLIGENCE AGENCY

Training and Career Development Policies: CIA's policy provides that all employees are to receive the training they need to develop and maintain the "highest possible standards of performance." The agency conducts a variety of training courses and, within budget limitations, supports job-related external training as an integral part of employee career development. As a matter of policy, CIA places responsibility on the individual employee to be alert to training opportunities and to take the initiative toward self-improvement. Supervisors are responsible for managing whatever immediate training is needed for assuring subordinates perform effectively.

The heads of the five CIA career services -- one for each directorate and one for the Director's area -- set training policy for their career service and, in conjunction with the Director of Training and Education and/or the Executive Director, approve long-term external training, orientation travel and other specialized training. The senior training officers and career management officers of each directorate develop and plan training requirements for each career service or sub-group and ensure that supervisors and employees know what training is relevant to their respective positions, functions and grade levels.

CIA adheres to the Government Employees Training Act prohibiting support for training at non-government facilities which is not job-related or is to obtain a degree, and requiring that the employee must have at least one full year of service prior to attending any external training.

Training Programs: Most training for CIA's permanent employees is available through the central Office of Training and Education (OTE). Courses are also conducted by other CIA components in their areas of specialization, primarily for their own personnel. Employees may receive training conducted in other US government schools and programs, in academic institutions and by vendors, as well as through an Off-Campus Program which offers courses after regular work hours taught on site by qualified CIA instructors.

OTE annually conducts over 200 courses, exclusive of language instruction. Most of these are run many times during the year. These include operations or tradecraft skills, information science, intelligence analysis, denied area training, supervisory and managerial skills, executive development, orientation, secretarial, ADP, personal communication skills, and a variety of specialized offerings.

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

DRAFT

During fiscal year 1987 attendance at these CIA courses totalled over 22,000 enrollments, a small fraction of which represented employees of other intelligence organizations. Attendance by CIA employees in OTE courses averaged slightly over six days per year.

About one-half of the fiscal year 1987 OTE course enrollments and training days were in the mandated category as a matter of policy or de facto practice. These include a management course and a leadership course for new supervisors, secretarial training, an executive development course for new SIS officers, certain tradecraft courses, orientation courses for new hires and career trainees, and language instruction.

Data on attendance in CIA component-conducted courses are not available. During fiscal year 1987, CIA spent [redacted] on external training, an average of [redacted] per employee--the highest in the Intelligence Community. External training was spread over 12,500 different enrollments. Data on the time spent by CIA employees in external training courses are not available. 25X1 25X1

Career Development: CIA's policy envisages career development as a melding of the agency's objectives and priorities with the individual's career interests and goals. CIA does not, however, have an overall career development program for its employees. Rather, with its decentralized career service system, or in some cases at the component level through career service sub-groups which group employees in occupational families, there are a number of career development programs which range from minimal to highly developed. These variations tend to reflect the different missions of the various parts of the agency, and the traditions and organizational practices which have developed over time.

In the Directorate of Science and Technology, where long-range planning of collection and exploitation programs is critical, career development is highly developed with tools including career development handbooks, structured developmental assignments, dual tracks, and succession planning. Career development in the Directorate of Intelligence is also well-established. In other areas of the agency, in which long range planning is overshadowed by the values of individual initiative and expeditious response to opportunities and crises, career development activities are more limited. This situation tends to prevail in the Operations Directorate and the Support Directorate where attention is focussed on the work of the overseas CIA stations. It also holds for the central staff elements comprising the DCI area.

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

The relationship between training and career development largely depends on the practices of each career service. As there is no overall career agency development program, there is no agency-wide policy which directly relates the two activities. In areas with extensive career development, there is close linkage as the established career paths rely heavily on skills building and formalized training as major factors in employee development. For two occupational fields which depend largely on achieving certain levels in structured, testable skills -- communicators and secretarial -- promotion to the full performance level and beyond is closely tied to training. The projections of annual training requirements based on career service planning also provides a general linkage.

In 1986, OTE with the assistance of the assistant deputy directors who collectively form CIA's Training Advisory Group, developed a long range training plan which sets out strategic goals for training and retraining needs.

Long range workforce planning and succession planning have been the concerns of individual career services, but have not been systematically addressed as overall agency programs. Workforce planning and succession planning, as well as career development in general, have recently become the focus of concern and action by top CIA management.

CIA reports that work is now underway to develop automated tools which would support adequate workforce planning and strategic plans to link closely CIA's mission and employee development. Succession planning strategies are also being developed that will help identify and develop high potential senior officers.

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

25X1
Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7

Page Denied

Next 5 Page(s) In Document Denied

Declassified in Part - Sanitized Copy Approved for Release 2013/02/07 : CIA-RDP90M00005R000200030005-7